

Human Resources Specialist (Employee Relations), GS-201

Example from OPM's ***A Handbook for Measuring Employee Performance: Aligning Employee Performance Plans with Organizational Goals***, Sept. 2001

<http://www.opm.gov/perform/WPPDF/2002/HANDBOOK.PDF>

Notes: This includes a performance standard for and OUTSTANDING element rating, the equivalent of EXCEEDS FULLY SUCCESSFUL in our 5-level rating systems or EXCEPTIONAL in our 4-level system. This is definitely a "best practice."

This example does need an explicit ALIGNMENT STATEMENT, e.g., "This element supports XYZ Program's management objective 3.2, . . . "

Element 1

TECHNICAL INFORMATION, ADVICE, AND ASSISTANCE

(e.g., written guidance, reports, overviews, workshops, formal presentations)

FULLY SUCCESSFUL STANDARD

- Provides timely and reliable technical advice and assistance to agency and other officials on employee relations and appellate matters.
 - Advice is based on good knowledge and proper application of Federal regulation, precedent cases, and relationships among governmentwide human resources programs.
 - Discusses advantages, disadvantages, and feasible options in connection with issues and problems presented. Coordinates with other agency offices, as appropriate.
 - Brings unique or potentially difficult issues and problems to the attention of supervisor with options and recommendations for further action
- Gains useful feedback from agencies and other organizations within the agency on the impact of policies and processes under the employee relations program.
 - Provides suggestions on how best to use information and insights to improve employee relations programs and procedures
- Thoroughly reviews and provides timely comments on materials presented for review by other offices.
 - Comments take into account applicable regulations, case law, and policy objectives in the areas of employee relations and appellate policies.
 - Training and briefings provided to employees are well conceived, effectively presented, and well received

OUTSTANDING STANDARD *[equivalent to our “exceeds fully successful” or “exceptional” element rating]:*

- Is uncommonly effective in dealing with officials who present difficult issues and problems for resolution.
 - Options and recommended solutions are creative, pertinent, and demonstrate an in-depth understanding of the issues.
 - Where appropriate, recites successful practices and programs in other agencies.
 - Displays deep knowledge of HRM policies, precedent cases, agency needs, and the likely impact on management and employees of solution proposed
- Based on knowledge and insights, is able to propose significant changes to policies and procedures which hold the potential for improvement
- In reviewing the products of other organizations, is able to point out major issues or problems not otherwise foreseen or to make suggestions for significant improvement as warranted
- Is able to cause major changes in policies to be considered, where appropriate, through the persuasiveness and thoroughness of written comments and/or informal meetings
- Review and commentary is timely, even in the event of competing priorities and large workload